



WILLIAM T FUJIOKA  
Chief Executive Officer

## County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

August 17, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

**COUNTYWIDE CLASSIFICATION ACTIONS  
CONTRACT ANALYST AND FISCAL MANAGEMENT OCCUPATIONAL STUDIES  
(ALL SUPERVISORIAL DISTRICTS)  
(3 VOTES)**

**SUBJECT**

This letter and accompanying ordinance will update the tables of classes of positions and departmental staffing provisions by adding five (5) new classifications and reclassifying positions in various County departments to implement findings of the countywide Contracting Occupational Study and the countywide Finance Manager Occupational Study.

**IT IS RECOMMENDED THAT YOUR BOARD:**

Approve the accompanying ordinance, amending Title 6, Salaries, of the County Code to add five (5) new classifications and reclassify 112 positions in 25 County departments as part of the implementation of the countywide Contracting Occupational Study and the countywide Finance Manager Occupational Study.

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

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Fifth District

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## **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

Your Board of Supervisors (Board) has requested submission of classification letters on a periodic basis throughout the year to facilitate consideration of classification and compensation recommendations in a timely manner. Approval of these recommendations will provide the ordinance authority for County departments to implement the classification and compensation recommendations in this letter.

These recommendations will ensure the proper classification and compensation of positions based upon the duties and responsibilities and qualifications assigned to these jobs (Attachments B and C). This is the primary goal of the County's classification and compensation system. Positions reclassified upward, downward, and laterally are consistent with the class concepts of the proposed classifications.

These actions are recommended based upon accepted principles of classification and compensation and are important in addressing departmental operational needs and in maintaining consistency in personnel practices throughout the County. The proper classification and compensation of positions and employees facilitates good business operations and can reduce the number of costly personnel-related problems.

### **Countywide Contracting Occupational Study and related Reclassifications**

The countywide Contracting Occupational Study covers the classification and allocation of approximately 250 contract analyst positions which either perform and/or supervise contract development and administration as the primary responsibility. On July 7, 2009, your Board approved the creation of one (1) supervisory and three (3) contract analyst classifications as a major step in an overall initiative to professionalize this important function and to reflect the County's current contracting practices and organizations. Since that time, we have reviewed the major contracting organizations across the County and identified that 37 different classifications are being used to perform the County's contracting functions. With this letter, we are initiating the implementation of classification actions necessary to establish effective organizational structures and individual position classifications to facilitate departments in meeting the requirements of your Board's initiatives in this area. For this letter, a total of 88 positions were reviewed and are being recommended for reclassification (Attachment B) in the Internal Services Department, and the departments of Health, Mental Health, and Public Health. We are targeting the September 21 Board agenda to reclassify the remainder of the positions from the other County departments. Ultimately, these actions will ensure consistent and equitable allocations for positions performing contracting duties, will significantly reduce the use of non-contract specific classes, and will facilitate the recruitment of qualified individuals to perform these complex and often sensitive contracting functions.

### Countywide Finance Manager Occupational Study and related Reclassifications

The Finance Management Occupational Study was initiated to create classifications that are specifically for the top financial manager in most County departments. Currently, 23 different classifications are being used to perform this function, of which six (6) can be deleted from the County's Classification Plan once they become vacant. Based on several factors including budget size and complexity of the respective departments, we recommend that 24 positions (one per department) be reclassified to one of three (3) new MAPP Departmental Finance Manager classifications (Attachment C). Thirteen positions would be reclassified upward, ten reclassified laterally, and one reclassified downward. Twelve departments are either too large or too small to meet the standards for the new Departmental Finance Manager classifications; therefore we are recommending no change for those departments. These actions will clearly define the roles and responsibilities for this core departmental function and help facilitate the recruitment of individuals possessing the requisite knowledge and abilities to perform this critical function. The classifications created from this study align with the classifications for departmental administrative deputies and human resources managers that were approved by your Board in 2007 and implemented in 2008. No additional reclassifications are anticipated as part of this study.

### New Classifications

As part of the countywide Contracting Occupational Study we have identified the need for a Division Manager, Contracts classification. As such, in conjunction with the reclassification of contracting positions in various County departments we are establishing a Division Manager, Contracts classification (Attachment A). This classification will be utilized in departments that have large contracting divisions; these positions will report to an Administrative Deputy and will be responsible for directing, through subordinate section managers, a large complex contracting division.

In conjunction with the reclassification of finance manager positions in various County departments we are establishing a new Departmental Finance Manager series. The positions classified in this new series will report to an Administrative Deputy and will be responsible for the oversight of a departmental budget and finance division/section.

Finally, we are also establishing a new class entitled Management Assistant (Attachment A). This classification is designed to be a broad and generic entry-level management analyst classification that will be utilized throughout the County to perform the more sensitive management analyst functions, such as human resources, contract administration, and fiscal management. As such, this class will serve as a “feeder” class to a variety of management functions and non-represented job series, ultimately providing us the opportunity to eliminate numerous duplicative, entry-level classes in these other series such as, Administrative Staff Trainee, Management Trainee, CEO, and Human Resources Trainee. Actually, this class is the first class being established utilizing the new competency-based human resources model which was a key recommendation in the HR Study, approved in concept by your Board on July 27, 2010. This supports many recommendations including the reduction in the overall number of classes, definition of classes based, in part on, shared required “competencies,” and technically valid, competency-based examination of candidates to identify highly capable individuals to perform sensitive management functions throughout the County.

#### Implementation Of Strategic Plan Goals

Your Board’s approval of the accompanying ordinance will further the County Strategic Plan Goal 1 - Operational Effectiveness. Specifically, it will address the Service Excellence and Organizational Effectiveness Strategy to improve the quality of the workforce, to achieve departmental operational efficiencies, and to maintain consistency in personnel practices throughout the County.

#### **FISCAL IMPACT/FINANCING**

The projected budgeted cost for the one hundred and twelve positions that will be reclassified is estimated to total \$450,927 (all funds). Net County Cost is estimated to be \$177,656. The breakdown by study is as follows:

	No. of Departments	No. of Positions	Budgeted Cost	Net County Cost
Contracting Study	4	88	\$279,667	\$42,601
Fiscal Manager Study	24	24	\$171,260	\$135,055
<b>TOTAL</b>		112	\$450,927	\$177,656

Please note that cost increases associated with the upward reclassification actions will be absorbed within the Board’s adopted budget for each affected department. No additional funding is required.

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### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

The County Charter authorizes the establishment and maintenance of "a classification plan and the classification of all positions." This responsibility is further delineated in Civil Service Rule 5.

Appropriate notifications have been made with the impacted employee organizations regarding the recommended classification actions. The accompanying ordinance implementing amendments to Title 6, Salaries, of the County Code has been approved as to form by County Counsel.

### **IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Your approval of these classification recommendations will enhance the operational effectiveness of the departments through proper classification and compensations of positions and employees.

Respectfully submitted,



WILLIAM T FUJIOKA  
Chief Executive Officer

WTF:EFS:SJM  
SO/JL:KP:ra

Attachments (3)

c: Director of Personnel  
Executive Officer, Board of Supervisors  
County Counsel  
Auditor-Controller  
Affected Departments

**ATTACHMENT A****CLASSES RECOMMENDED FOR ADDITION TO THE CLASSIFICATION PLAN**

<b>Proposed Savings/ Cafeteria Benefit Plan</b>	<b>Item No.</b>	<b>Title</b>	<b>Salary Schedule &amp; Level</b>
Savings/ Megaflex	1052	Departmental Finance Manager I	N23 S9
Savings/ Megaflex	1053	Departmental Finance Manager II	N23 S11
Savings/ Megaflex	1054	Departmental Finance Manager III	N23 S13
Savings/ Megaflex	1007	Division Manager Contracts	N23 S13
Savings/ Megaflex	0904	Management Assistant	N3M 78D

## ATTACHMENT B

### RECOMMENDED RECLASSIFICATIONS FOR CONTRACT STUDY POSITIONS (All positions are non-represented unless otherwise indicated)

Department	No of Pos.	Budgeted Classification	No of Pos.	Classification Findings
Health Services - Administration	4	Administrative Assistant III Item No. 0889 – <i>Represented</i> (NM 85K)	4	Associate Contract Analyst Item No. 0992 (NM 86D)
	6	Assistant Staff Analyst, Health Services Item No. 4595 (NM 92D)	2	Associate Contract Analyst Item No. 0992 (NM 86D)
			4	Contract Analyst Item No. 0993 (NM 93C)
	3	Senior Staff Analyst, Health Item No. 4594 (NM 103E)	3	Senior Contract Analyst Item No. 0994 (NM 98C)
	14	Staff Analyst, Health Item No. 4593 (NM 96D)	11	Contract Analyst Item No. 0993 (NM 93C)
			3	Senior Contract Analyst Item No. 0994 (NM 98C)
	1	Staff Assistant II Item No. 0913 – <i>Represented</i> (NM 80E)	1	Associate Contract Analyst Item No. 0992 (NM 86D)
	3	Supervisor, Contracts and Grants, Health Services Item No. 4582 (NM 106B)	3	Section Manager Contracts Item No. 1005 (NM 106B)
Internal Services	10	Principal Purchasing and Contracts Analyst Item No. 2262 – <i>Represented</i> (NM 96D)	10	Senior Contract Analyst Item No. 0994 (NM 98C)
	3	Section Manager, Administration, ISD Item No. 1093 (NM 103K)	3	Section Manager Contracts Item No. 1005 (NM 106B)
Mental Health	3	Administrative Assistant III Item No. 0889 – <i>Represented</i> (NM 85K)	3	Associate Contract Analyst Item No. 0992 (NM 86D)
	1	Chief, Contracts & Grants, Mental Health Item No. 4717 (NM 103K)	1	Division Manager Contracts Item No. 1007 (N23 S13)

Department	No of Pos.	Budgeted Classification	No of Pos.	Classification Findings
Mental Health (continued)	14	Mental Health Analyst I Item No. 4727 (NM 91D)	13	Contract Analyst Item No. 0993 (NM 93C)
			1	Senior Contract Analyst Item No. 0994 (NM 98C)
	8	Mental Health Analyst II Item No. 4729 (NM 95D)	8	Senior Contract Analyst Item No. 0994 (NM 98C)
	3	Mental Health Analyst III Item No. 4731 (NM 101C)	3	Section Manager Contracts Item No. 1005 (NM 106B)
	1	Mental Health Services Coordinator I Item No. 8148 – <i>Represented</i> (N3M 88A)	1	Contract Analyst Item No. 0993 (NM 93C)
	1	Supervising Psychiatric Social Worker Item No. 9038 – <i>Represented</i> (N3MW 92C)	1	Senior Contract Analyst Item No. 0994 (NM 98C)
Public Health – Public Health Programs and Services	6	Assistant Staff Analyst, Health Services Item No. 4595 (NM 92D)	6	Contract Analyst Item No. 0993 (NM 93C)
	1	Senior Staff Analyst, Health Item No. 4594 (NM 103E)	1	Section Manager Contracts Item No. 1005 (NM 106B)
	5	Staff Analyst, Health Item No. 4593 (NM 96D)	4	Senior Contract Analyst Item No. 0994 (NM 98C)
			1	Section Manager Contracts Item No. 1005 (NM 106B)
	1	Supervisor, Contracts & Grants, Health Services Item No. 4582 (NM 106B)	1	Division Manager Contracts Item No. 1007 (N23 S13)
<b>Total</b>	<b>88</b>			

## ATTACHMENT C

### RECOMMENDED RECLASSIFICATIONS FOR FINANCE MANAGER STUDY POSITIONS (All positions are non-represented unless otherwise indicated)

Department	No of Pos.	Budgeted Classification	Classification Findings
Agricultural Commissioner/Weights and Measures	1	Financial Specialist III Item No. 0749 (N27M 87J)	Departmental Finance Manager I Item No. 1052 (N23 S9)
Animal Care and Control	1	Administrative Services Manager II Item No. 1003 (NM 96C)	Departmental Finance Manager I Item No. 1052 (N23 S9)
Assessor	1	Chief, Management Services, Assessor Item No. 0999 (N23 S11)	Departmental Finance Manager II Item No. 1053 (N23 S11)
Beaches and Harbors - Beaches	1	Head, Management Services Item No. 1088 (N23 S9)	Departmental Finance Manager I Item No. 1052 (N23 S9)
Board of Supervisors	1	Head, Management Services, Board of Supervisors Item No. 1079 (N23 S10)	Departmental Finance Manager II Item No. 1053 (N23 S11)
Child Support Services	1	Fiscal Officer II Item No. 0753 (NM 106B)	Departmental Finance Manager II Item No. 1053 (N23 S11)
Children and Family Services	1	Division Chief, Children and Family Services Item No. 9108 (N23 S12)	Departmental Finance Manager III Item No. 1054 (N23 S13)
Community and Senior Services	1	Program Manager, Community and Senior Services Item No. 8194 (N23 S11)	Departmental Finance Manager II Item No. 1053 (N23 S11)
Coroner	1	Accounting Officer II Item No. 0657 – <i>Represented</i> (NM 90B)	Departmental Finance Manager I Item No. 1052 (N23 S9)
County Counsel	1	Head, Financial Management, County Counsel Item No. 1046 (N23 S10)	Departmental Finance Manager II Item No. 1053 (N23 S11)
District Attorney	1	Fiscal Officer II Item No. 0753 (NM 106B)	Departmental Finance Manager II Item No. 1053 (N23 S11)

<b>Department</b>	<b>No of Pos.</b>	<b>Budgeted Classification</b>	<b>Classification Findings</b>
Fire - Administrative	1	Chief, Financial Management, Fire Item No. 1061 (N23 S12)	Departmental Finance Manager III Item No. 1054 (N23 S13)
Human Resources	1	Principal Analyst, Human Resources Item No. 1914 (NM 107D)	Departmental Finance Manager II Item No. 1053 (N23 S11)
Internal Services	1	Administrative Manager XIII, ISD Item No. 1082 (N23 S13)	Departmental Finance Manager III Item No. 1054 (N23 S13)
Mental Health	1	Finance Manager, Mental Health Item No. 4704 (N23 S13)	Departmental Finance Manager III Item No. 1054 (N23 S13)
Parks and Recreation	1	Regional Operations Manager, Parks and Recreation Item No. 8773 (N23 S11)	Departmental Finance Manager II Item No. 1053 (N23 S11)
Probation – Support Services	1	Budget and Fiscal Services Manager Item No. 1060 (N23 S11)	Departmental Finance Manager III Item No. 1054 (N23 S13)
Public Defender	1	Head, Management Services, Public Defender Item No. 1089 (NM 103E)	Departmental Finance Manager II Item No. 1053 (N23 S11)
Public Health - Public Health Programs	1	Chief, Program Reimbursement, Health Services Item No. 4607 (N23 S12)	Departmental Finance Manager III Item No. 1054 (N23 S13)
Public Library	1	Administrative Services Manager III Item No. 1004 (NM 106B)	Departmental Finance Manager II Item No. 1053 (N23 S11)
Public Social Services	1	Division Chief, Public Social Services Item No. 8014 (N23 S12)	Departmental Finance Manager III Item No. 1054 (N23 S13)
Regional Planning	1	Head, Budget Services, Regional Planning Item No. 1017 (NM 94J)	Departmental Finance Manager I Item No. 1052 (N23 S9)
Registrar-Recorder/County Clerk	1	Division Manager, Registrar-Recorder/County Clerk Item No. 1122 (N23 S11)	Departmental Finance Manager II Item No. 1053 (N23 S11)

Department	No of Pos.	Budgeted Classification	Classification Findings
Treasurer and Tax Collector	1	Assistant Operations Chief, Treasurer and Tax Collector Item No. 0527 (NM 103K)	Departmental Finance Manager II Item No. 1053 (N23 S11)
<b>Total</b>	<b>24</b>		